Government of Saskatchewan

Annual Report 1990-91

Saskatchewan Public Service Commission

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Annual Report 1990 - 91

Saskatchewan Public Service Commission

Table Of Contents

Letters of Transmittal	2
Highlights of the Year	3
PSC Commissioners and Executive Committee	4
Introduction to the PSC	5
Executive Structure	6
Employee Relations and Compensation Division	7
Staff Development Division	9
Administrative and Information Services Division	12
Classification Services Division	15
Employment Services Division	16
Upcoming Major Activities	20
Order - in - Council Appointments	22
Statistical Overview of the Public Service	23

Working for the Government of Saskatchewan means everything from health care to highway care. Employees are located from Buffalo Narrows to Mankota and the nature of their jobs are changing almost daily. This year's annual report features employees from throughout the public service. Below, Energy & Mines Geologist Pam Schwann in the LaRonge lab.

December 1, 1991

The Honourable Sylvia Fedoruk
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Dear Madam:
In accordance with subsection two of section six of **The Public Service Act**, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1991.

Respectfully submitted,

Louise Simard
Minister Responsible for the
Saskatchewan Public Service Commission

December 1, 1991

The Honourable Louise Simard
Minister Responsible for the
Saskatchewan Public Service Commission

Dear Madam:
It gives me great pleasure to submit herewith the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1991.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,
John D. McPhail
Chairman
Saskatchewan Public Service Commission

Overall Highlights of the Public Service Commission

The fiscal year 1990-91 was a busy year as the Public Service Commission continued its commitment to the government's goal of fiscal responsibility and developing human potential. Highlights:

* commenced discussion with the unions for the phased in implementation of a new In-scope Classification system,

* completed Phase I of Coaching for Results - a new performance management process for the public service which enables non-union employees and supervisors to work together to establish objectives and recognize success. Phase II skill building programs are now in progress,

* formalized a union/management problem resolution process to improve union employee relations,

* concluded negotiations with the S.G.E.U. for a jointly managed Employee Assistance Program,

* concluded negotiations with S.G.E.U. and C.U.P.E. for an Employee Equity Program to enhance employment opportunities for the disabled, natives and women in non-traditional roles,

* Initiated the development of a strategic plan for the Public Service Commission which includes revisiting mission and value statements, creating a vision statement and identifying barriers to service,

* continued with the development, testing and implementation of the service wide Personnel Attendance and Leave System (PALS),

* assisted in the planning and development of processes and procedures to facilitate departmental consolidation and decentralization initiatives,

* negotiated a job share agreement with S.G.E.U. whereby employees wanting to work less than full time may work 50 per cent or 75 per cent of full time with pro rata benefits. The other portion of the position is staffed on a non - permanent basis.

Public Service Commission Commissioners and Executive Committee

PSC Commissioners
(left to right)
Harold Hoffman,
Roland Muir,
Isabelle Butters,
John McPhail
William Fyles

PSC Executive Committee
(standing l. to r.)
Will Loewen
Jim McKinlay
John Puchyr
Ray Smith
(seated)
Mary Kutarna
John McPhail

Introduction to the PSC

The Saskatchewan Public Service Commission operates under authority of **The Public Service Act,** serving as the central human resource agency for the Saskatchewan public service. In fulfilling its mission of 'Leadership and Service in Human Resource Management' the Commission provides the following services:

- recruitment for and staffing of all permanent positions within the classified service,
- central co-ordination of all non-permanent staffing,
- classification of all public service positions,
- development and administration of classification and compensation plans,
- negotiation and administration of collective bargaining agreements,
- provision of advice on human resource issues to departments and agencies in the public service,
- staff development and consulting services,
- maintenance and provision of human resource information regarding public service employees,
- development and communication of human resource policies and procedures within the public service.

PSC Mission:
Leadership and Service in Human Resource Management

Five individuals are appointed by the government as members of the Public Service Commission (Council).

John McPhail is Chairman of the Commission and chief executive officer of the government's central human resource agency. The other members of the Commission are: ***Isabelle Butters***, General manager of the Weyburn Co-operative and former Mayor of Weyburn; ***William Fyles***, Former Chairman and Secretary of the Public Service Commission; ***Harold Hoffman***, President of the Service Employees International Union (SEIU) Local 333, President of the SEIU Prairie Regional Council and Vice President of the Canadian Central and Western Conference of the SEIU; and ***Roland Muir***, Director of Research Services, University of Saskatchewan.

The five commissioners represent the public interest in the ongoing process of improving human resource management and administration within the Saskatchewan public service.

During 1990-91, the Commission (Council) met 10 times and reviewed 13 out-of-scope appeals pertaining to classification, demotion and dismissal.

Public Service Commission
Executive Structure

CHAIRMAN
John McPhail

PUBLIC SERVICE COMMISSIONERS
Isabelle Butters
William Fyles
Harold Hoffman
Roland Muir

CHAIRMAN'S SECRETARY
Lori Lipsett

SECRETARY
Joan Ingram

EXECUTIVE OPERATIONS OFFICER AND ASSISTANT TO THE CHAIRMAN
Dave Atkinson
(on secondment)

DIVISIONS

Employment Services
Executive Director
Ray Smith

- Executive Resourcing
- Staffing Services
- Non-permanent Resourcing
- Employee Assistance Program
- Saskatoon Regional Office

Employee Relations and Compensation
Executive Director
John Puchyr

- Collective Bargaining
- Grievance and Arbitration
- Contract Interpretation
- Compensation and Benefits

Classification
Executive Director
Will Loewen

- Position Analysis
- Plan Development
- Classification Appeals
- Organization Design

Staff Development
Executive Director
Jim McKinlay

- Staff Development
- Senior Management Development
- Organization Change

Administrative and Information Services
Executive Director
Mary Kutarna

- Secretary To Public Service Commissioners
- Administrative Services
- Records Management
- Communications
- Computer Services

Energy & Mines Geologist Brian Reilly gets his blood pressure checked at the Dr. Paul Schwann Centre. Fitness testing is just one component of the Employee Wellness program.

Employee Relations and Compensation Division

Mandate:
Represent Management Effectively in Employee Relations

The **Employee Relations and Compensation Division**, through its two branches, provides comprehensive labour relations, compensation research and administration services to the government. The Division negotiates two collective agreements covering approximately 10,000 employees appointed pursuant to The Public Service Act and provides a similar service to those agencies of government that are responsible for appointing their own employees, but which do not have a collective bargaining service.

The **Employee Relations Branch** provides an ongoing advisory and consultative service to the human resource community in government including: interpretation of collective agreements, grievances and arbitration, discipline and discharge issues, occupational health and safety advice, joint labour management consultation and management labour relations training.

The **Compensation Branch** administers the out-of-scope (management) compensation plan and advises departmental human resource branches with respect to compensation issues arising from two collective agreements. The Branch provides the research required for all levels of collective bargaining, development and maintenance of compensation systems related to the classification plan and administration of all pay plans.

During the year, the Division:

* revised "Employment of Relatives" policy to ensure adherence with the Saskatchewan Human Rights Code,

Grievances

	1988/89	1989/90	1990/91
Received	180	160	196
Resolved	181	177	119
To arbitration	66	50	74
Outstanding	318	301	335

* upgraded the automated grievance system which allows the review of all grievances, past and present, as to their status and resolution. Work is in progress to create a database that could enable the employer to know the extent of accidents and injuries throughout the public service,

* completed implementation of the integrated compensation plan for employees in the management support and management and professional group plan,

* is actively negotiating with S.G.E.U. regarding mutually agreeable conditions under which they would participate in the In-scope Classification Plan,

* moved increases to salary ranges and in range performance increases to a single date - July 1st of each year under the new performance management system, and

* developed a benefit brochure which will provide employees with a comprehensive summary of their benefit entitlements.

The PSC presented 10-year service awards to nine employees at an Employee Recognition event.

Staff Development Division

Mandate:
Empowering Employees Through Learning

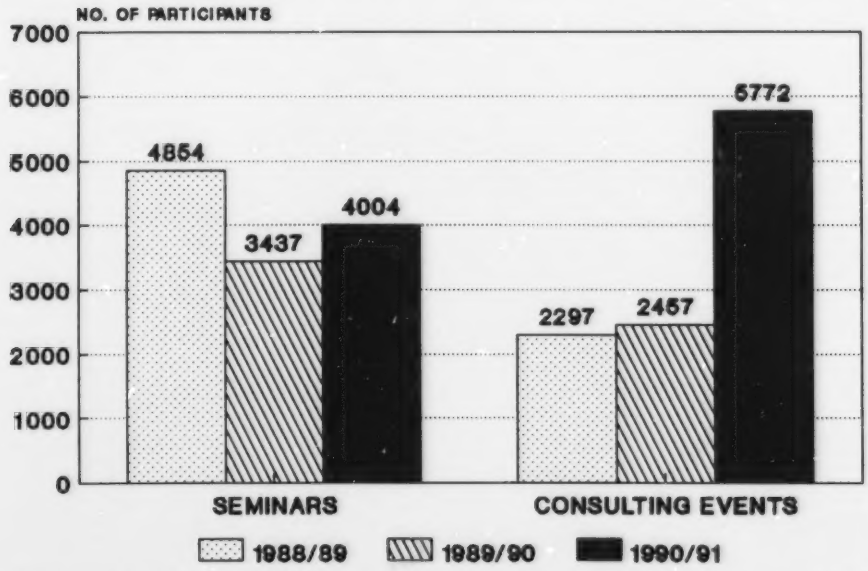
The Staff Development Division provides developmental opportunities to public service employees. In 1990, the Division was restructured from three to two units to provide a more efficient and integrated service to our clients.

The **Employee Development Unit** provides 1 - 2 year developmental programs for management, supervisory, professional/technical and administrative staff. Executive development is provided through the Executive Exchange forum and the New Ideas program.

The **Organizational Change Unit** provides consulting services to government departments and agencies. Specialties include client service, Coaching for Results, strategic planning and team building. The unit also provides seminar design service to support corporate initiatives.

Work on a division Strategic Plan began and will be ready for application in 1991-92. Four lines of business were identified: Employee Development (programs and seminars focused on individual development), Consulting (work group development), Research and Development, and Assessment, Audit and Evaluation Services. The process of developing our strategic plan has greatly assisted us in working with our clients as they develop their own strategic plans.

STAFF DEVELOPMENT - PARTICIPANTS



The increase in the number of consulting events and participants reflects the successful implementation of our corporate performance management process called "Coaching For Results" in the spring of 1990. 1990/91 marked the first operational year of the Coaching For Results process.

As part of the Coaching For Results process, a service-wide Employee Recognition Program was launched. Both formal and informal recognition initiatives were incorporated into the plan.

Three service areas were evaluated by our clients: Consulting Services, Middle Management Program and the Supervisor's Certificate Program. Feedback was very positive. As a result, we have shifted our focus to programs and moved out of general seminar offerings. To increase the effectiveness of our programs and to give departments a way to determine the return on their training dollars, pre and post assessment of participants' needs and application of their learning is being incorporated into the evaluation process.

The Senior Management Development Program was piloted in its new residential sessions in addition to the series of seminars. Further revisions will be made for the 1992 intake.

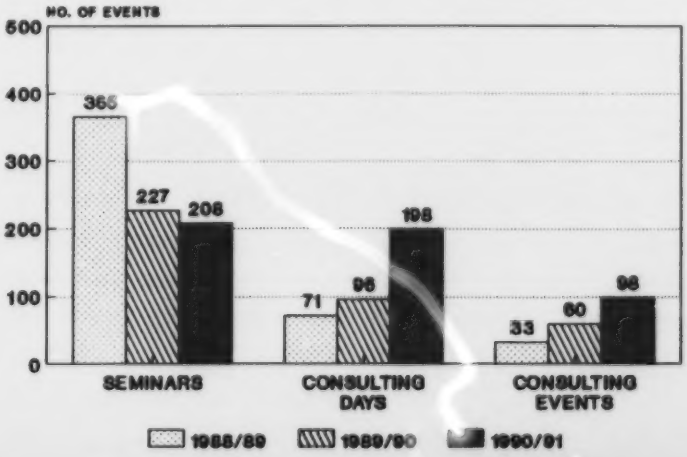
Clerk Typist II Violet Laliberte at the Highways and Transportation Buffalo Narrows Office.

A decision was reached to replace the existing Administrative Development Program with a new program which will be widely expanded from the previous one to include all clerical and administrative staff.

Refinements were made to the "SDIS Program Registration System" to streamline the process and prepare for the future development of on-line client registration links with departments. Major changes were made to the internal budgeting system to streamline and increase its efficiency and its effectiveness.

A number of presentations on our programs were requested by other provincial jurisdictions: Government of Alberta - Coaching For Results and Serving People First; Government of British Columbia - Serving People First; Atlantic Provinces - Internal Consulting Skills. These requests serve as testimony to the strong national reputation of the Saskatchewan Public Service Commission and its approach to human resource management.

STAFF DEVELOPMENT - EVENTS



During the year, the Division:

* undertook a strategic planning process with seven departments,

* participated in three corporate initiatives - Consensus Saskatchewan, Clear Language and Citizenship and Public Involvement,

* honoured 91 graduates from six certificate programs offered by the Public Service Commission,

* co-sponsored the design and implementation of a corporate Clear Language Program,

* implemented a major shift in service delivery - a conscious reduction in seminar events, an increase in number of participants per event and an increase in consulting events.

Fay Buchanan and Brenda McDonald, Health employees in Kindersley who participated in a job sharing arrangement to accommodate the demands of growing families.

Phil Bartley, Highways and Transportation Area Maintenance Supervisor in Buffalo Narrows explains the contents of the PSC's Employee Benefits Brochures to Equipment Operator Jean Marie Montgrand on the Semchuk Trail north of LaLoche.

Administrative and Information Services Division

Mandate:
Contribute Towards Excellence in Administrative and Information Services

The Administrative and Information Services Division is comprised of four branches: **Executive Administration**; **Administrative and Financial Services**; **Communications**; and **Information Services**. These branches work together to provide responsive and effective service to the Public Service Commission and other government departments.

In 1990-91, the Division streamlined processes and enhanced services through the introduction of a commission-wide "Leadership and Service" program. This program helped ensure the effective utilization of micro computers by managers and employees. In-house micro computer training and information sessions were designed and implemented by division employees. Training was provided in areas such as fiscal forecasting, word processing, procurement and spreadsheets.

An internal "Service Committee" was established to review processes and procedures in the division, ensuring efficiency and effectiveness in day to day operations.

Each year employees are honoured for 25 and 35 years of service with the Government of Saskatchewan under the Long Service Recognition Program. This fall 177 employees were honoured. The honoured employees and their guests are invited to attend a banquet and receive their choice of a gift. The gifts consist of a watch, ring or artwork - all Saskatchewan-made products.

The staff of the PSC designed and implemented an Employee Recognition Program to show appreciation and recognize the efforts and achievements of employees of the Commission. The first annual recognition and awards luncheon will be scheduled for the fall.

Rural Development employee David Learmouth operates the ferry across the South Saskatchewan River at Lancer.

The **Administrative and Financial Services Branch** continued to provide accounting, payroll, budget, word processing, records management, procurement, administrative and human resource services to the Commission. The records management and procurement services were enhanced through automation. The fiscal forecasting system was automated and standardized - a real time saver. Training for the new systems was developed and delivered. A common format for department briefing material was implemented and transfer of information was enhanced through utilization of the LAN computer network.

Clear Language Training was given to all PSC employees. All PSC materials such as forms, letters, magazines and brochures have been scheduled for Clear Language review.

The **Communications Unit** published four issues of the PS POST, a newsletter distributed quarterly to all public service employees. The publication effectively communicates information on benefits, programs and services available to government employees and recognizes individual employee and department accomplishments.

Twelve issues of the HR BULLETIN were published. The Bulletin is a monthly newsletter distributed to all Human Resource professionals. A monthly newsletter (IN-SCOOP) is also published which is distributed to all Commission employees.

Ongoing advice and consultation was provided to PSC Divisions involved in drafting brochures and publications. The unit provided valuable information on producing manuals using a 'new' user-friendly format to all interested government representatives. New programs and services to the PSC and other government departments were implemented, for example, government-wide Clear Language techniques. A Publication Review Group was established with membership from the PSC and other government departments. This Review Group represents the client readership and provides valuable ideas and suggestions for the publications.

The **Information Services Branch** is responsible for the computerized Human Resource System (HRS). This major government-wide computer system integrates personnel and payroll functions and contains information for salary, job classification, position control and vacancy management. From this data a wide range of statistical analysis can be provided and over 170 computer generated reports were prepared for the Commission and government departments.

The government-wide Personnel, Attendance and Leave System (PALS) was introduced to 10 departments. This system, when fully implemented, will provide the PSC and departments with the capability to collect and analyze attendance data. Significant cost savings will be realized and new benefit programs analyzed.

The Information Services Branch continues to minimize the cost of operating mainframe computer systems and provides more efficient services to the Commission, client-departments, and the general public.

Justice employee Wendy Dammann, Sheriff and Local Registrar for Weyburn in front of the historic Weyburn court house.

During the year, the Division:

* provided classification costs, turn around times, outstanding and completed requests and monthly trends,

* provided organization charts through downloading of up to date position information from the Public Service Commission's Human Resource System,

* developed a system for on line registration of all staff development events,

* implemented a standard fiscal forecasting system throughout the Public Service Commission to assist in budget tracking and decision making,

* developed a computer based system to monitor person years usage in the public sector.

Long Service Recognition in 1990 - 91

Years of Service	# of employees honored
10 years	866
25 years	173
35 years	4

Environment and Public Safety Project Officer Graham Mutch goes over output charts from a gas well in the Great Sand Hills.

Agriculture & Food's Swift Current District Livestock Inspector Gordon Gillis keeps an eye on some prime market steers.

Classification Services Division

Mandate:
Determine Job Worth By Developing and Applying Classification Standards

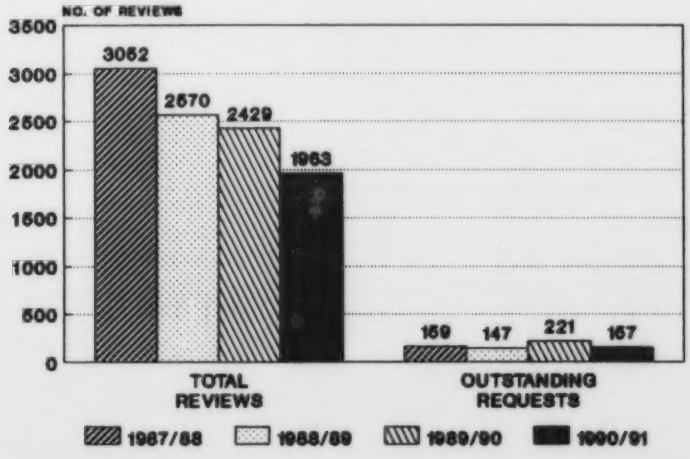
The purpose of the Classification Services Division is to determine the classification level of jobs, develop and improve classification plans as well as provide advice to departments on job design and organizational structures.

There are three major classification plans in the Saskatchewan Public Service. The Management & Professional Plan was implemented in 1985 and applies to out-of-scope managers and professionals. The Management Support Group Plan was implemented in 1987 and applies to out-of-scope support staff. The In-scope Classification Plan was implemented in 1946 and applies to all in-scope employees. In July, 1990, Cabinet approved the development and implementation of a new in-scope classification plan. When implemented, the plan will:

* affect between 10,000 to 12,000 in-scope employees,
* replace 270 pay ranges with 17 to 20 pay levels,
* consist of 3 major components:
  a) job evaluation factors and associated weights,
  b) comparative descriptions,
  c) a glossary of terms.
* incorporate equal pay for work of equal value principles,
* provide the greatest flexibility in responding to future change.
* be significantly simpler to maintain and prevent obsolescence.
* improve the recruitment and retention of qualified personnel.

To inform directors, managers and in-scope staff of this new plan, the Division delivered approximately 150 information sessions to Executive Committees, managers and affected employees, in the fall of 1990.

Highways and Transportation Equipment Operator Debby Stevens at the Kindersley shop.



CLASSIFICATION ACTIVITY

Department management or a permanent employee may request a classification review of a position whose duties have substantially changed. The review involves interviewing the employee and supervisor, reviewing the job description, organizational structure and other affected positions. Duties are analyzed relative to established criteria and the classification decision and rationale are communicated to the employee. Classification advice relating to organizational change may also be provided to managers.

All new and vacant positions are reviewed for appropriate classification prior to advertising and staffing.

Labour Service Classification reviews are delegated to user departments subject to Classification Division approval and audit. The Classification Division handles any resultant appeals.

Labour Service temporary performance to non-designated Labour Service classes are reviewed and approved by the Classification Division prior to assignment of duties.

Alice Christie supervises the investigative and audit staff at the Consumer Protection Branch of Justice in Saskatoon.

Permanent employees may appeal a classification decision. Appeal boards hear presentations from employees and classification analysts before rendering a final and binding decision. The number of outstanding appeals rose to 68 due to the absence of an S.G.E.U. union advocate. In February, 1991 an S.G.E.U. union advocate was appointed, thus reactivating the process.

During the year, the Division:

* reviewed 1239 permanent positions, down 17 percent from the previous year, due to less government reorganization,

* reviewed 660 non-permanent positions, down 16 percent from the previous year,

* reduced the year-end classification backlog from 221 to 157 positions or 29 percent,

* completed the year with an average 40 day turn-around on encumbered positions.

The Division is responsible for the recruitment, selection, redeployment and related staffing functions for the Saskatchewan public service through its branches in Regina and Saskatoon.

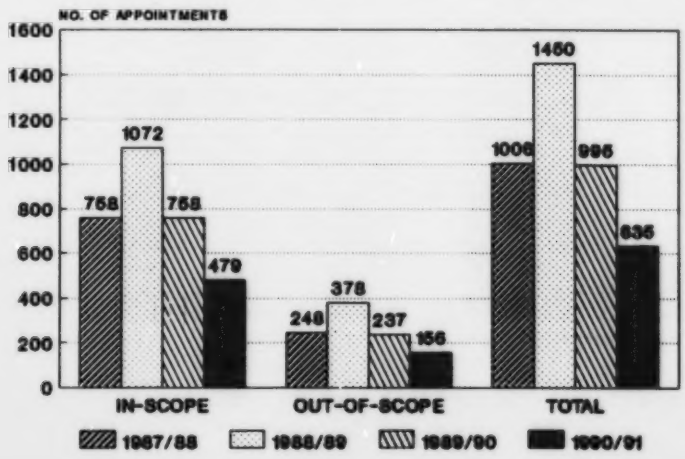
Employment Services Division

Mandate:
To Recruit and Select the Best Candidates

This past year there was a decrease in recruiting activities in **Management Staffing Unit** in response to budget restraint. Vacancies were monitored to ensure the staffing of only critical front line positions. Redeployment exercises were completed for various government departments. A pilot project with Saskatchewan Health aimed at increasing staffing service delivery was successfully completed. Difficulties in recruiting top candidates to Saskatchewan initiated a number of measures such as direct sourcing with organizations and universities.

The **Non-Permanent Resourcing Unit** provided a centralized service by compiling applications for non-permanent employment into a computerized inventory. Applications are reviewed for possible placement based on educational qualifications and work experience so that suitable applicants can be referred, upon request, to government departments for temporary and part time employment. Non-Permanent Resourcing is also responsible for coordinating the summer student and the Co-operative Work/Study (Co-op) Program.

The **Special Placement Services Unit** monitored vacancies throughout the public service and ensured that candidates eligible for re-employment were provided with priority placement rights. The Unit also administered the Student Co-op Program and the Quebec-Saskatchewan Exchange Program. In 1990-91, 96 students from the University of Regina and Palliser Campus of the Saskatchewan Institute of Applied Science and Technology participated in the Co-op Program. In 1990, the Saskatchewan Indian Federated College (SIFC) started a co-op program. Requests for co-op students are now also being sent to SIFC. Ten university students from Quebec worked in various departments for the summer, while 10 students from Saskatchewan spent the summer working in Quebec.



TOTAL PERMANENT APPOINTMENTS

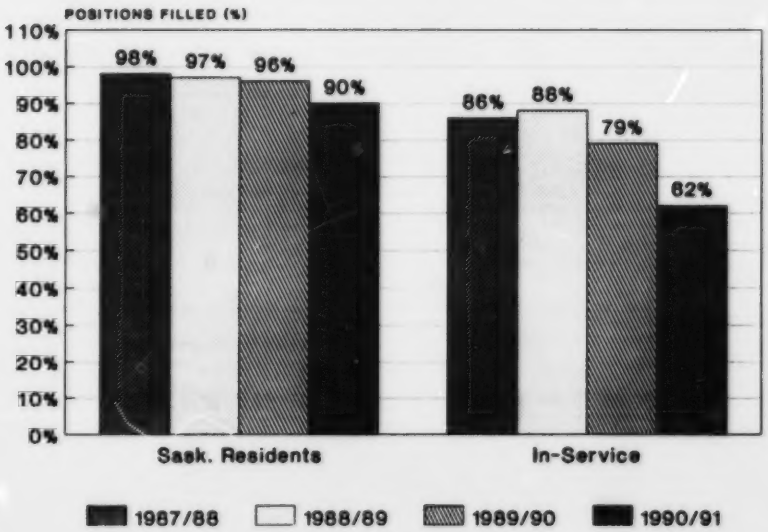
The Government of Saskatchewan's **Employee Assistance Program (EAP)** is a confidential, voluntary and professional counselling and referral service. It is intended for employees whose personal, outside of work problems, are causing, or about to cause, unsatisfactory performance on the job. Examples of such problems are emotional and substance abuse disorders or family problems where specialized assessment and intervention resources are not available in the workplace.

The **In-scope Staffing Unit** was actively involved in several special initiates such as the amalgamations of the Department of Economic Diversification and Trade, the relocation of the Saskatchewan Pension Plan, and the placement of employees whose positions were abolished through budget exercises. As well, priority staffing of a large scale was initiated to assist the Agricultural Credit Corporation establish new programs throughout the province. The branch continued to offer professional job counselling services to government departments, employees and the general public.

John Curran, Dawn McKibben (l) and Elaine Costescu from the Public Service Commission's Employee Relations & Compensation Division.

A variety of Public Service Commission programs were delivered by the staff of the **Saskatoon Regional Office**. Staffing, Employee Assistance Programs, classification, employee relations, and employment counselling were provided on site to clients in the region. Employment equity initiatives such as career fairs and training sessions remained a high priority during the year. The regional location continued to make human resource services and information accessible to employees and the public in communities through northern and central Saskatchewan.

PERMANENT APPOINTMENTS



During the year, the Division:

* redeployed employees in a number of decentralization initiatives,

* developed new staffing standards for the new In-scope Class Plan,

* participated in the Quebec Saskatchewan Student Exchange Program - selected 10 students to work in Quebec for 16 weeks in the summer,

* enhanced the use of direct sourcing as a recruitment tool and published a "Welcome to the Saskatchewan Public Service" candidate's guidebook to attract candidates to Saskatchewan,

* increased the number of career fairs offered at high schools, universities, colleges and world job fairs,

* continued to offer employment outreach activities for employment equity (fairness) candidates,

* established a trauma response protocol for departments,

* provided EAP counselling services to 323 employee referrals and requested consultations from departments,

* attended events sponsored by native organizations such as the Careers Day Fair sponsored by the Interprovincial Association on Native Employment as part of the strategy to attract qualified native applicants to the public service,

* continued to offer complete access to advertised vacancies through the Careers Bulletin and the TDD line for the hearing and speech impaired,

* expanded the services of the Employee Assistance Program to Saskatchewan Housing and the Legislative Assembly of Saskatchewan.

Pab Orcajada is the Provincial Wild Rice Specialist with Agriculture and Food in LaRonge.

Upcoming Major Public Service Commission Activities

* downsizing as a result of the budget development process,

* staffing of new or vacant positions and attempting to redeploy employees who do not relocate under the decentralization initiatives,

* addressing recruitment difficulties in some classes of positions, especially health care professionals,

* expanding use of non-permanent employees and the need to clarify employment categories,

* addressing the issue of balancing work and family,

* negotiating collective bargaining agreements with S.G.E.U. and C.U.P.E. for the period beginning October 1, 1991,

* completing the development of the 5 year strategic plan, including the revisiting of the values and mission statements, conducting service audits, initiating leadership and service enhancements and recognizing employees' contributions,

* implementing strategies for the introduction of the new in-scope classification plan incorporating equal pay for work of equal value principles.

* completing the development and implementation of the government wide attendance and leave system (PALS).

* completing the design of an in-scope employee performance evaluation process similar to Coaching for Results and conduct a staff assessment of the out-of-scope Coaching for Results process.

* streamlining the process to reduce timelines in staffing positions and identify effective methods for serving clients in various parts of the province, based on departmental operating needs.

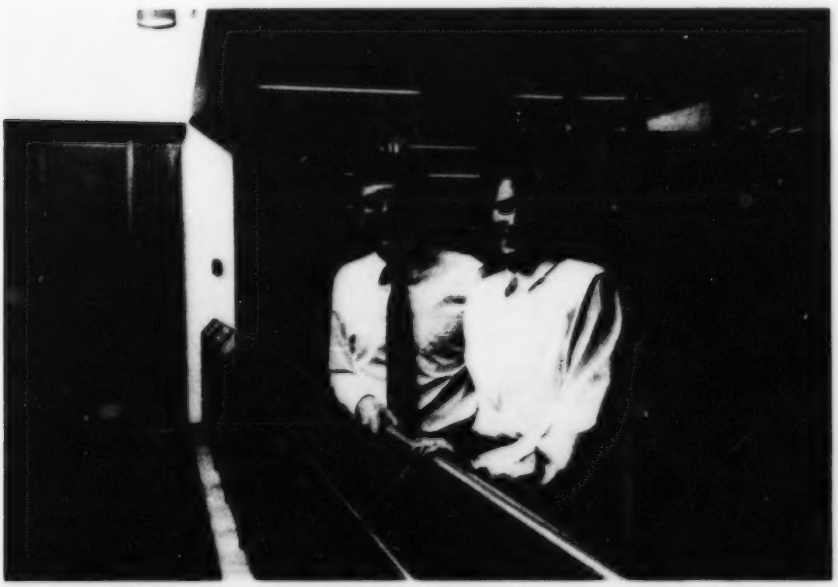
* continuing to work with departments to market, create and promote job opportunities for persons of native ancestry and persons with disabilities, including the administration of a rehabilitation fund.

* designing and developing a strategy for the delivery of multicultural awareness programs based on the concept of valuing cultural diversity,

* defining the changing role of the public sector manager in the management of human resources,

* resolving the high number of outstanding S.G.E.U. classification appeals due to the decreased number of chairpersons available to hear appeals.

Lorraine Von Hagen works in the Administrative and Information Services Division of the Public Service Commission in Regina.



Royal Hinther and Anne Wileniec of the Science & Technology Branch of ED&T in Saskatoon.

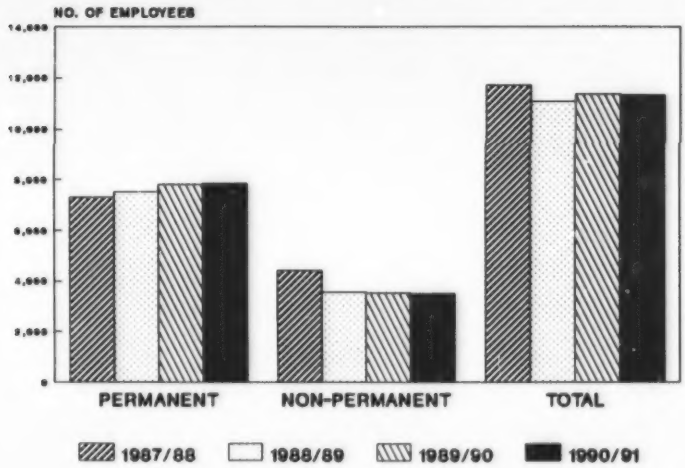
ORDER-IN-COUNCIL APPOINTMENTS

April 1, 1990 to March 31, 1991

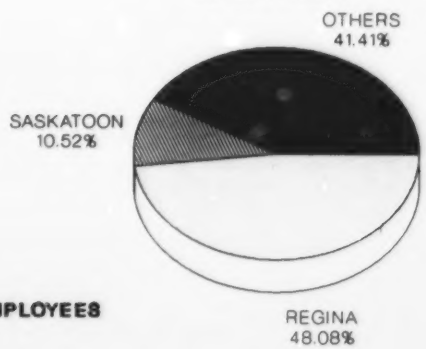
DEPARTMENT	POSITION	NUMBER
Agriculture & Food	Clerk 1	1
Consumer & Commercial Affairs	Legislative Consultant	1
	Clerk 1	1
Economic Diversification and Trade	Clerk 1	2
Environment & Public Safety	Clerk1	1
Executive Council	Clerk Typist 3	3
	Clerk 4	1
	Clerk Steno 4	1
	MSG 3	1
	MSG 4	2
	MSG 5	1
	MSG 6	1
	Accounting Clerk 2	1
	Junior Systems Analyst	1
	Director Federal/Provincial Relations Division	1
	Senior Press Secretary	1
	Director of Operations	1
	Director of International/Constitutional Division	1
	Director of Communications	1
Health	Clerk 1	1
	Public Health Nurse 2	1
	Nurse 3	1
	MSG 4	1
Human Resources, Labour and Employment	Vice-Chairman Labour Relations Board	1
	Clerk 1	1
Justice	MSG 3	3
	MSG 4	1
	MSG 6	1
	Student-at-Law	7
	Crown Solicitor 1	2
	Crown Solicitor 2	2
	Crown Solicitor 3	8
	Administrative Assistant	1
	Librarian 2	1
Parks & Renewable Resources	Clerk 1	1
Provincial Secretary	Clerk Steno 2	1
	Clerk Steno 4	1
	Administrative Assistant	1
	Director - Provincial Secretary	1
Public Service Commission	Clerk 1	1
Rural Development	Clerk 1	1
Sask. Municipal Board	Vice Chairman	1
	Member of the Board	2
TOTAL		*65*

Statistical Overview Of the Public Service

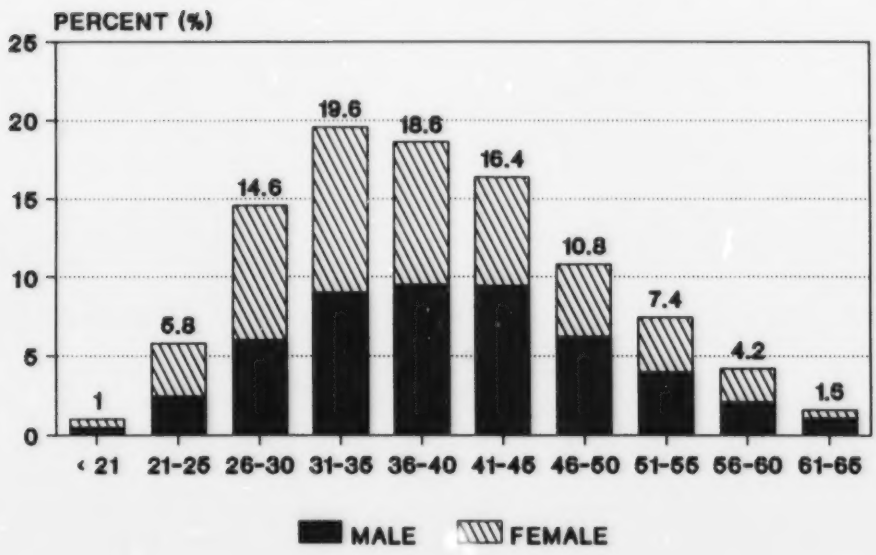
EMPLOYEE COUNTS



PERMANENT EMPLOYEES
(by work location)



ANALYSIS BY AGE
PERMANENT AND NON-PERMANENT EMPLOYEES



Average Age: Male 40 Female 37